



PROJECT MANAGEMENT CHALLENGE 2006

Third Annual NASA Project Management Conference

ABSTRACT AND BIOGRAPHY

Project Management Challenges, Tools and Tactics – Why is Project Management Like Playing Whackamole?

Abstract:

The formula for success in every project management textbook and course for R&D projects as well as in the report from the “what went wrong?” review committees include: 1) carrying out up- front systems engineering leading to a well defined set of requirements; 2) conducting the studies and trades leading to a baseline a system design with risks and mitigation plans identified; 3) developing a solid technical, schedule and cost for the baseline system; 4) initiating the project with a budget with appropriate cost, schedule and technical performance reserves; and 5) having the tools and metrics by which to measure project performance and if required take corrective actions. Clearly if this is the typical project environment there would be no major Project Management Challenges, no lesson learned, no need for highly skilled Project Manager’s and no need for a conference on the subject. In practice, from inception a project has challenges that on any given day look insurmountable yet project manager succeed. Some of the larger potential challenges a typical project faces include built in technical, cost or schedule risks at project inception; unfunded requirements growth, unexpected technical development problems, e budget reductions, rephrasing of budgets, competition for technical staff and changing expectations of stakeholder including levels of acceptable risk as the project nears launch. Managing the Hubble Space Telescope first servicing mission experienced all of these challenges and then some. Lesson learned, tools and tactics used to succeed on Hubble as well as other NASA projects in the face of these challenges will be discussed.

Mr. Joseph Rothenberg
President
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Biography:

Joe Rothenberg is currently President and a member of the Board of Directors of Universal Space Network a provider of commercial space communications networks services. From Jan 1998 until his retirement in 2001 he was Associate Administrator of NASA for Space Flight in charge of NASA’s Human Exploration and Development of Space. Prior to being named the Associate Administrator for Space Flight, he had been serving as the Director of NASA’s Goddard Space Flight Center since July of 1995.

Rothenberg served as Executive Vice President of Computer Technology Associates, Inc., Space Systems Division, McLean, Virginia, a position he held from February or 1994 to April of 1995

In 1983, Rothenberg joined Goddard and in April 1987, he was appointed Chief of the Mission Operations Division. In September 1989, he was appointed Deputy Director of Mission Operations and Data Systems Directorate at Goddard followed by the 1990 appointment as Associate Director of Flight Projects for the Hubble Space Telescope and is widely recognized as leading the success Hubble 1st servicing mission. Rothenberg began his career with Grumman Aerospace in 1964.